

**UNITED STATES AIR FORCE
CIVIL ENGINEER STRATEGIC PLAN
2005**





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The Air Force Civil Engineer

Foreword

The Air Force Civil Engineer Strategic Plan establishes our key planning priorities and transformational goals. The plan provides a framework for making decisions about facilities and infrastructure, allocation of resources, and policies and practices affecting Air Force installations. The plan's goals and objectives are closely aligned with the Air Force Strategic Planning Directive and the Deputy Under Secretary of Defense's 2004 Defense Installations Strategic Plan. The new Civil Engineer Strategic Plan establishes overall direction for Air Force Civil Engineering in a format where Civil Engineers can implement actions and track progress. It is a participative and executable plan and has Air Staff, Field Operating Agency, and Major Command input; it will be updated annually.

Many changes have occurred since our last Strategic Plan was published in 1999, the most significant being the events following the attacks of 11 September 2001. This update of the Strategic Plan reflects not only changes from the resulting Global War on Terrorism but also the influence of new Defense and Air Force Strategic Planning Guidance, the increase in Air Force expeditionary operations, the focus on Homeland

Operations, on-going transformation initiatives and the continuing enabling of Air Force Concepts of Operation. These significant developments have a direct bearing on our strategic planning.

The Air Force's traditional fighting platform is the base. We emphasize the notion that Airmen open, establish, operate, sustain, maintain, and reconstitute our bases, and our home stations provide an ideal training platform for us to practice many of our contingency skills. We will continue to emphasize the importance of our bases to maintaining our readiness posture.

We recognize that investing in our facilities and supporting infrastructure is important to the mission, and so do our senior leaders. Additionally, we are committed to taking care of our people. Our quality-of-life projects support our Airmen and their families, allowing our deployed troops to focus on the Air Force's and our nation's tasks.

As stewards of the Air Force's installation assets – the facilities and their environment – we recognize the enormity of the task to provide the right installations framework. We are challenged daily to find the optimum management approach that balances the many purposes of our assets. For example, while our installations retain their primary military mission to organize, train and equip our forces, they also are home to rare species of plants and animals. Simultaneously, we must “grow” the highly qualified and committed people who will operate and maintain our installations. These focuses are reflected in this planning document.

America's security depends upon defense installation assets that are available when and where needed, and with the right capabilities to support current and future mission requirements. As the guardians of Air Force combat and contingency engineering, installations, and environment, we embrace transformation as the only way to guarantee these capabilities are delivered – effectively and efficiently.

Installations: The Home of Combat Power.

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- Bullet indicates overarching guidance
- # Number indicates objective under the Core Competency



Department of Defense Defense Strategy highlights how the Department will support the National Security Strategy (Picture: Pentagon)

National Security Strategy 2002

The President published a new National Security Strategy (NSS) (September 2002) that explains how the United States (US) will work with its allies and international partners to promote democracy, economic expansion, and human rights to defeat regional threats and terrorism. The NSS is the foundation for Department of Defense (DoD) and Air Force strategic planning. To meet its objectives, the DoD will increasingly depend on air and space capabilities. For example, the strategy cites intelligence capabilities as “our first line of defense against terrorists,” and stresses long-range precision strike. The NSS emphasizes the Department’s critical operational goals for transformation, including improving our ability to defend the homeland, conduct information operations, ensure access to distant theaters and protect space assets and other critical infrastructure, both built and natural. Finally, the NSS explains that the emerging security environment, including Chemical, Biological, Radiological, Nuclear, and High-yield Explosive (CBRNE) threats against our homeland, requires a new emphasis on potential preemptive military operations.

DoD Defense Strategy

The DoD Defense Strategy highlights how the DoD will support the NSS. During the 2001 Quadrennial Defense Review (QDR), the Secretary of Defense approved a new Defense Strategy to guide DoD planning and programming. The four pillars of the strategy address the spectrum of possible military operations:

- Assuring allies and friends of the United States’ steadiness of purpose and its capability to fulfill its security commitment;
- Dissuading adversaries from undertaking programs or operations that could threaten US interests or those of our allies and friends;
- Deterring aggression and coercion forward in four critical regions (Northwest Asia, the East Asian littoral, the Middle East/Southwest Asia, and Europe) by maintaining forward forces capable of swiftly defeating attacks with minimal external reinforcement and imposing severe penalties for aggression on an adversary’s military capability and supporting infrastructure;
- Decisively defeating any adversary if deterrence fails.

New Defense Strategy Force Sizing Construct

In the 1993 Bottom-Up Review, the Services were directed to size and shape their forces to win two Major Theater Wars (MTWs) nearly simultaneously. As a result of QDR 2001, the new Defense Strategy defined a 1-4-2-1 construct that directs the Air Force to size and shape its forces to:

1—Defend the United States;

4—Deter Forward. Deter aggression and coercion forward in four critical regions;

2—Swiftly Defeat the Efforts. Swiftly defeat aggression in overlapping major conflicts;

1—Decisively Defeat any Adversary. Preserve for the President the option to call for a decisive victory in one of those conflicts – including the



The Air Force Strategic Planning Directive contains the Air Force concepts that support the Department of Defense Defense Strategy (Picture: F/A-22 Raptor)

possibility of regime change or occupation. Additionally, the Defense Strategy directs the Services to size and shape its forces to conduct a limited number of small-scale contingency operations and concurrently, maintain sufficient force generation capability and a strategic reserve to mitigate risks. The continuing challenge for Air Force planners is to develop the portfolio of capabilities to accomplish the Defense Strategy for a wide range of possible scenarios. Each Service strategy highlights how they will support the DoD Defense Strategy.

Air Force Strategic Planning Directive for Fiscal Years 2006-2023

The Air Force Strategic Planning Directive contains the Air Force concepts that support the DoD Defense Strategy. The Air Force Strategic Planning Objectives dictate that the Air Force:

- Define and articulate, through Concepts of Operations (CONOPS), Air Force requirements in terms of Air and Space Expeditionary Forces (AEF);
- Increase interoperability within the total Air Force, with other Services, with Allies, and with Coalition partners;
- Define the Air Force's future force structure in

terms of AEF capabilities needed to achieve desired effects, support the Defense Strategy, and link strategy to CONOPS to capabilities to plans and to programs through their associated performance-based metrics/performance measurement systems;

- Define the Future Total Force (FTF) mix and innovative organizational concepts to better leverage all elements of our capabilities;
- Determine the fundamental manpower and organizational tenets that will shape the demographics of the Air Force—e.g. core and non-core competencies for blue-suiters, potential divestitures, AEF composition, outsourcing;
- Assess the infrastructure required to support our future force structure;
- Continue to improve relationships with the Office of the Secretary of Defense (OSD), Joint Staff, other Service planners, and Congress to better communicate our strategies, concepts, and common planning priorities;
- Increase the speed and efficiency of our approach to the way we conceive, develop, prioritize, acquire, deploy and sustain our weapons and support systems so needed capabilities are available quickly and on budget.

Air Force CONOPS

Air Force CONOPS identify those capabilities and functions necessary to linking Air Force vision and strategy to platforms. They are closely linked to the critical operational objectives for transformation directed by the Secretary of Defense in the Defense Planning Guidance and Transformation Planning Guidance. The Air Force concentrates on operating concepts necessary to achieve desired effects for joint warfighters and the capability necessary to produce those effects. Air Force CONOPS:

- **Global Strike CONOPS.** Provide the “high end” of Air Force combat capability that will allow joint commanders to employ all power-projection forces to counter adversary anti-access systems while simultaneously holding critical targets at risk.



Air Force Concepts of Operations identify those capabilities and functions necessary to linking Air Force vision and strategy to platforms (Picture: C-17 Globemaster)

▪**Homeland Security CONOPS.** Address three primary areas: a) defending the homeland through air and space power in an interagency environment within legal and resource constraints; b) responding to requests for assistance from local, state, and Lead Federal Agencies without compromising combat mission capabilities; and c) preserving the Air Force's ability to project forces overseas in a terrorist threat environment.

▪**Nuclear Response CONOPS.** Provide a credible deterrent umbrella under which conventional forces operate and, if deterrence fails, strike a wide variety of high-value targets with a highly reliable, responsive, and lethal nuclear force.

▪**Global Response CONOPS.** Provide the nation with capabilities to rapidly attack fleeting or emergent high-value and high-risk targets by applying air and space power precisely during a narrow window of opportunity.

▪**Global Mobility CONOPS.** Provide the necessary planning, command and control, and operations capabilities to enable rapid, timely, and effective projection, employment, and sustainment of US military power in support of our nation's global interests.



Figure 1 (Concepts of Operations Framework). Agile Combat Support underpins the six Air Force Concepts of Operations

▪**Space & Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) CONOPS.** Identify required capabilities so that the Air Force, working with joint Space & C4ISR systems, can achieve the right mix of assets to synchronize/orchestrate the execution of campaign plans at all levels of conflict and operational environments.

Agile Combat Support and Infrastructure Initiatives

The six Air Force CONOPS are all supported by Agile Combat Support (Figure 1). The Deputy Chief of Staff, Installations and Logistics is the Air Staff advocate for Agile Combat Support and Infrastructure and must ensure our support forces, infrastructure, technology and processes fully support the full range of Air Force missions. The Air Combat Command, Directorate of Requirements, is the Air Force lead command organization for combat support modernization planning—responsible for identifying the full range of modernization initiatives across the Major Commands (MAJCOMs) and functional areas to achieve desired warfighting effects across CONOPS and mission areas. Agile Combat Support integrates key personnel, infrastructure, communications, information and logistics concepts under a common policy, process and organizational framework. Right-sized forces and



Agile Combat Support is cross-functional and drives planning, executing, monitoring, and assessing processes at all Air Force echelons (Picture: Planners in Air Operations Center)

infrastructure are critical—not only to effectively focus our people and resources on providing responsive support to global operations, but to ensure quality of life for our personnel.

Agile Combat Support Objectives and Desired Effects

Agile Combat Support focuses our development efforts and serves as a compass for the alignment and convergence of policy, process, organizational, and programmatic investments needed to achieve desired end states. The underlying Agile Combat Support theme is the systemic processes of readying the force, preparing the battlespace, positioning the force, employing the force, sustaining the force, and recovering the force. Agile Combat Support is cross-functional and drives planning, executing, monitoring, and assessing processes at all Air Force echelons while producing the following effects:

- **Ready Forces:** smart assessment and selection, physically and mentally fit, organized, trained, and equipped in accordance with a systemic development and investment plan for human combatant enhancement to produce combat capability across the range of military operations;

- **Prepared Battlespace:** globally assessed environment, planned basing, and postured forces and materiel for employment in specific mission scenarios;

- **Positioned Forces:** located for required response timing, assembled in modular-scalable capabilities, sequenced in prioritized increments, and based to provide effective mission support;

- **Employed Forces:** engaged in launch and/or strike operations, Humanitarian Relief Operations/Non-combatant Evacuation Operations (HUMRO/NEO), and right-sized for generation and regeneration capacity;

- **Sustained Forces:** maintained by effective capacities of mission support for the duration of operations worldwide including force protection, beginning day one of force employment;

- **Recovered Forces:** relocated and renewed by precise redeployment/reconstitution actions.

Agile Combat Support Capabilities

Air Force planners and programmers will focus on the following required capabilities as they transform combat support processes and develop initiatives:

- Properly sized/organized units structured with functional competencies geared to accomplish assigned and anticipated tasks; manned and trained for skillful accomplishment of each task; and equipped with the latest technology and appropriate types and numbers of systems and materiel.

- Capability to rapidly open, maintain and enhance the physical infrastructure of an airbase, as necessary, to support the operational mission. Strategic basing should reduce unnecessary costs and improve operational efficiency.

- Capability to provide Security, Environmental; Safety; Occupational Health; Fire/Rescue; Explosive Ordnance Disposal (EOD); CBRNE defense (e.g. detection, identification, warning, area decontamination, recovery); and integrated full-spectrum threat response to natural and man-made disasters.



Agile Combat Support requires the capability to rapidly open, maintain and enhance the physical infrastructure of an airbase, to support the operational mission (Picture: Civil Engineers establish an air base)

- Capability to provide efficiently sized, secure, reliable and robust global C4ISR and navigation in support of AEF requirements.
- Direct mission support elements that generate mission elements/equipment/vehicles; launch air missions; recover mission equipment; and regenerate mission elements and equipment repetitively.
- Capability to receive and beddown forces; assure full operating capability of supported mission elements; assure immediate lean forces support through the maximum use of reachback.
- Highly mobile, technologically superior, robust, responsive, flexible support elements fully integrated with operations.
- Integrated planning and execution; includes assessing, planning and initiating actions to control/manage Agile Combat Support capabilities for supporting in-place and mobile forces.
- Capability to support expeditionary combat support through sufficient depot maintenance. Ensure Air Force weapon systems and equipment are safe and ready to operate across the whole spectrum of operations through innovative,

modern, technically superior and ready depot maintenance, repair, and overhaul operations.

- Efficient and effective base operating support (BOS) environment that enhances readiness and combat capability.
- Creating and maintaining a consistent, high quality, and safe environment in locations where Air Force people work, reside, and recreate.
- Capability to provide preventive, primary and critical care for the population at risk; perform medical surveillance; advise on effects of weapons, environment, and operations on enemy and friendly forces; extend human capability; assist in rapid identification and hazard analysis of CBRN agents; and CBRNE casualty response.

Innovative Concepts

To the maximum extent possible, Air Force planners and programmers will use the following concepts defined below, employing the principles and practices of operational risk management, as they develop new combat support and infrastructure initiatives and organizational constructs:

- **Scalable, Modular Expeditionary Support:** Develop scalable and modular Unit Type Codes (UTCs) for all expeditionary support.
- **Quality Workplaces:** Ensure our Airmen have adequate work environments to effectively carry out their assigned duties. Developing base infrastructure initiatives and organizational constructs on customer-focused, value-driven (quality for the price) programs and services.
- **Quality of Life:** Provide adequate facilities and programs where we live and work to engender readiness and strong sense of community.
- **Consolidation and Divestiture of Facilities and Infrastructure:** Through consolidation of functions into existing facilities and divesting excess facilities, the Air Force will improve infrastructure operational efficiency. Right-size our installation inventory by realigning and closing bases to eliminate excess facility inventory.



This Air Force Civil Engineer Strategic Plan incorporates the goals highlighted in the Air Force Strategic Planning Directive and the Defense Installations Strategic Plan (Picture: Air Force facility)

▪**Enterprise Information Management (EIM):**

Establish an integrated environment that facilitates standardized, interoperable capabilities to deliver the right information, in the right form, at the right place, at the right time. Ensure communications and information assets are seamlessly integrated into operational missions.

▪**Land Use Compatibility and Encroachment Management:**

Partnering with local, state, and Federal authorities to ensure the Air Force retains or secures land, water, airspace, and frequency spectrum interests necessary to support and protect our readiness capabilities while preserving the environment and precluding conflicts with the civil community over the use of these resources.

▪**Infrastructure and Facilities Privatization, and Sourcing of Commercial Activities:**

Promote resourcing (including communications/information) leverage through the strategic use of privatization and sourcing.

▪**Implement Integrated Base Defense (IBD) as Part of Force Protection:**

IBD improves defenders' integration with other security agencies, enables all Airmen to be defense "sensors" through training and technology, and enables defenders to respond, deter and defeat the

enemy, through robust intelligence, training, and new technologies.

▪**Streamline Facility Acquisition Process:**

Through policy and legislative changes, adopt a more flexible facility acquisition process responsive to the commanders' needs.

▪**Full Spectrum Threat Response (FSTR) and CBRNE Defense:**

Institutionalize the principles of FSTR and CBRNE defense into all aspects of Agile Combat Support at home and deployed. Goal is to make these essential war skills an integral part of all Air Force Specialty Code (AFSC) development and to provide the resources necessary to accomplish these foundational missions.

▪**Recapitalize Infrastructure Every 67 Years:**

To keep pace with a flexible Air Force, provide facility funding necessary to achieve a facility recapitalization rate at 67 years. It is paramount that Air Force Civil Engineers build towards the desired capabilities highlighted in these Agile Combat Support Capabilities and Innovative Concepts. It is also critical that Civil Engineers build towards the goals highlighted in the Defense Installations Strategic Plan.

2004 Defense Installations Strategic Plan

The Defense Installations Strategic Plan strategy is organized around a framework that includes a global vision and mission, strategic goals, tactical objectives, and means for achieving the objectives, goals, missions, and ultimately the vision.

▪**Defense Installations Strategic Plan Vision:**

Installation assets and services are available when and where needed, with the joint capabilities and capacities necessary to effectively and efficiently support DoD missions.

▪**Defense Installations Strategic Plan Mission:**

Provide, operate, and sustain, in a cost-effective and environmentally sound manner, the installation assets and services necessary to support our military forces—in both peace and war.



***Expeditionary Engineering delivers Agile Combat Support capability to enhance air bases
(Picture: Civil Engineers repair airfield)***

▪Defense Installations Strategic Plan Goals:

- Right Size and Place: Locate, size, and configure defense installations and installation assets to meet the requirements of today's and tomorrow's force structure.
- Right Quality: Acquire and maintain joint defense installation assets to provide good, safe, and environmentally sound living and workplaces, suitable base services, and effective support for DoD's current and future missions.
- Right Safety and Security: Protect defense installation assets from threats and unsafe conditions to reduce risk and liabilities.
- Right Resources: Balance requirements and resources—money, people and equipment—to optimize life-cycle investments and reduce budget turbulence
- Right Tools and Metrics: Improve portfolio management and planning by embracing best business practices, modern assets, management techniques, and performance assessment metrics.

This Air Force Civil Engineer Strategic Plan incorporates the goals highlighted in the Air Force Strategic Planning Directive and the Defense Installations Strategic Plan. Air Force

Civil Engineers accomplish these goals with five Civil Engineer Core Competencies.

Air Force Civil Engineer Core Competencies

Air Force Civil Engineers provide bases, infrastructure, and facilities in support of the projection of air and space power across the range of operations to include explosive ordnance disposal; disaster preparedness; major accident recovery; fire protection; and mitigation and recovery from the effects of weapons of mass destruction (including nuclear, biological, and chemical weapons), peacetime emergencies, and terrorist incidents. Air Force Civil Engineers provide initial open the base capability, support, and sustainment.

The civil engineer capabilities and associated goals required to enable Air Force CONOPS and transformation provide the Agile Combat Support backbone; they are grouped below according to our traditional Civil Engineer core competencies (core competencies first highlighted in the 1999 Air Force Civil Engineer Strategic Plan):

- Right Expeditionary Engineering
- Right Emergency Services
- Right Installation Engineering
- Right Housing Excellence
- Right Environmental Leadership

Here are the desired capabilities and goals required for each of these core competencies:

Right Expeditionary Engineering

Expeditionary Engineering encompasses our Total Force mobility forces – Active Duty, Guard, Reserve, Civilian and Contractor – and their associated training and equipment. These forces deliver the Agile Combat Support capability to rapidly open, maintain and enhance airbases around the globe to support operational missions.

Desired Capabilities:

- A trained, equipped, and ready expeditionary force.



Emergency Services are critical to safe air and space operations. (Picture: Civil Engineer responds to unexploded ordnance)

- A full spectrum force, both in garrison and expeditionary environments.
- A technologically superior force.

Goals:

- 1.1 Develop Air Force Civil Engineers
- 1.2 Ensure doctrine is accurate; educate Airmen and Joint community on Air Force Civil Engineer Doctrine
- 1.3 Ensure Civil Engineers are organized, trained, and equipped to perform combat and contingency missions
- 1.4 Ensure Airmen receive appropriate Combat Support Contingency Training

Right Emergency Services

Our emergency responders – fire protection, explosive ordnance disposal, and readiness – are critical to safe air and space operations and mission restoration in all locations, regardless of the mission. These services must be provided without a gap in coverage every hour of every day in all locations employing Air Force personnel and resources.

Desired Capabilities:

- A trained, professional, and ever-vigilant force prepared by a realistic, value added training and

exercise system.

- Emergency service teams equipped with environmentally safe, rapidly employable and technologically advanced systems for individual collective protection, detection, identification, warning, reporting, and response.
- Properly sized, Total Force, emergency service teams integrated into all facets of air and space operations.

Goals:

- 2.1 Ensure Airmen are organized, trained, and equipped to survive, restore mission capability, and sustain operations in CBRNE and conventional threat environments
- 2.2 Ensure FSTR and Installation Protection Programs are current and executed
- 2.3 Ensure firefighters are trained, equipped, assessed, and validated to perform their missions
- 2.4 Protect installation assets against terrorist and criminal threats to maintain mission capability

Right Installation Engineering

Installation Engineering is the sum total of activities needed to develop, operate, sustain, restore, and protect bases, infrastructure, and facilities; it is essential to meet mission requirements by providing a quality working and living environment in an efficient, effective and correctly sized manner.

Desired Capabilities:

- Real time planning, which incorporates environmental, commercial, mission and geospatial information for both garrison and expeditionary locations in order to identify and validate requirements.
- An integrated investment strategy based on mission and economic rationale, which maximizes the return on resource investment.
- An appropriate program of facility maintenance, repair, and renovation to maintain standards, preserve essential infrastructure, and avoid catastrophic failure of infrastructure and plant systems.



Installation Engineering and Housing provide a quality working and living environment in an efficient, effective and correctly sized manner (Picture: Air Force Dormitory)

▪A construction program which maintains Air Force standards and provides quality installations for new missions, force structure re-alignment, infrastructure investment, physical plant replacement and Air Force personnel.

Goals:

- 3.1 Reshape overall structure of installations within US to better match current and future missions with joint warfighting needs
- 3.2 Reshape structure of installations abroad to better align with emerging threats
- 3.3 Fully support installation assets to prevent premature deterioration, unsafe conditions, and obsolescence
- 3.4 Restore the overall readiness of existing facilities to at least Q-2 status, on average, to improve mission support
- 3.5 Eliminate excess and obsolete facility inventories to reduce life cycle costs
- 3.6 Provide adequate base services support to fully execute the installation's mission
- 3.7 Privatize facilities when economical and while maintaining adequate mission support
- 3.8 Provide reliable and cost-effective utility services

3.9 Reduce accidents, injuries, explosive mishaps, and occupational illnesses to preserve operational readiness

3.10 Develop requirements for information management systems that are compliant with DoD Business Enterprise Architecture

Right Housing Excellence

No matter what the future holds, people will continue to be the Air Force's most precious resource. One of the fundamental needs of any community is adequate and safe shelter. For the Air Force, the commitment to provide shelter applies equally to families and unaccompanied personnel in both stateside and overseas locations, under garrison and expeditionary conditions.

Desired Capabilities:

- An integrated housing and dormitory planning, programming, investment, construction, and operations program that upholds the Air Force standards for quality of life and sustains a sense of community.
- Provision of planned communities that provide safe, contemporary, affordable, and adequate housing, on and off base, to meet the needs of all ranks.

Goals:

- 4.1 Provide adequate family housing and permanent party dorms, to improve quality of life for Service members and their families
- 4.2 Privatize facilities when economical and while maintaining adequate mission support

Right Environmental Leadership

Environmental Leadership crosses all boundaries of function, organization and Air Force service—therefore, all Air Force personnel play an essential role in meeting the Air Force's environmental stewardship goals. Environmental considerations should be a part of every plan and every action. We must create an environmentally responsive workforce, both in garrison and expeditionary, through leadership, comprehensive training, awareness, and monitoring. Planners must



Environmental Leadership crosses all boundaries of function, organization and Air Force service—all Air Force personnel play an essential role in meeting the Air Force's environmental stewardship goals (Picture: Air Force personnel mitigate hazardous material release)

incorporate natural infrastructure programming into the overall environmental effort.

Desired Capabilities:

- Management programs and technological investments to minimize pollution at its source, eliminate toxic emissions and maintain regulated sites in compliance with applicable legal guidance and requirements.
- Ability to recover contaminated sites, dispose of hazardous waste in a safe, cost effective, and environmentally compliant manner.
- Total integration of proactive environmental stewardship, conservation and planning to include natural and cultural resources, into all aspects of air and space operations and functions.

Goals:

- 5.1 Manage our land, water, and air space resources to preserve range and operational capabilities, preventing encroachment
- 5.2 Achieve sustainable operations in a manner that preserves assets enabling successful mission operations over perpetual useful life

5.3 Maintain and preserve historic properties, archaeological resources, Native American, and other cultural assets

5.4 Cleanup property contaminated by hazardous substances, pollutants, and military munitions

5.5 Protect people and assets through effective, safe, and economical pest management programs

5.6 Implement new management systems based on “plan-do-check-act” framework of international standard for environmental systems

5.7 Improve land use compatibility to satisfy training and readiness requirements



How the Air Force Civil Engineer Strategic Plan Goals Read

U.S. AIR FORCE

Goal 1, Right Expeditionary Engineering
 1.2 Ensure doctrine is accurate, educate Airmen and Joint community on Air Force Civil Engineer Doctrine

Performance Target	Suspense	Status
1.2.1 Update Joint Publication 3-34, Joint Engineer Operations	2006	■
1.2.2 Update Joint and Air Force doctrine, insert "A7 Installations" option on Commander, Air Force Forces (COMAFFOR) staffs, and emphasize that Airmen should be Commander's first option to "Open, Establish, and Maintain" airfields	Ongoing	■

OPR: USAF/PEX

Airmen Open and Establish an Operating Location

Integrity - Service - Excellence

Description
 Joint Staff is in the process of updating Joint Publication 3-34, Joint Engineer Operations. Among other things, a goal in the rewrite is to better define Engineer roles and responsibilities.

Current Status
 CSAF requested AFMO and AFMIL update Joint and Air Force Doctrine to emphasize Airmen should be Commander's first choice, in line with the Global Mobility CONOPS, to "Open, Establish, and Operate" airfields.

Road Ahead
 Complete Joint Publication 3-34 by Feb 06.
 Continue to codify Air Force Civil Engineer roles in Doctrine and Air Force Instructions.

- A. Goal—What we are looking to accomplish with Civil Engineer Airmen and Installations
- B. Objective—Supports the individual goals
- C. Performance Target—Metric we are looking to accomplish to support the Objective
- D. Suspense—When we want to accomplish the metric
- E. Status—The Air Force Civil Engineer's view on how we are doing in meeting the suspense
 - Green—On track
 - Yellow—Minor issues
 - Red—Major issues
- F. OPR (Office of Primary Responsibility)—Point of Contact for the subject Objective
- G. Description—Overall Objective Description
- H. Current Status—Recent action accomplished on the Objective
- I. Road Ahead—Proposed future action on the Objective

Integrity - Service - Excellence

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Goal 1, Right Expeditionary Engineering

1.1 Develop Air Force Civil Engineers

U.S. AIR FORCE

Performance Target

- 1.1.1 Develop military and civilian Civil Engineers to better balance and maximize individual strengths; broaden in a manner that best meets the needs of the Air Force

Suspense

Ongoing

Status



*OSD Metric

OPR: USAF/ILEX

*Use Force Development
to build and maximize
strengths*



Integrity - Service - Excellence

Description

- Force development is the deliberate production of desired effects through Airmen's professional and technical development.

Current Status

- (1.1.1) The Senior Development Team, comprised of the senior Headquarters Air Force and Major Command Civil Engineers, reviews officer, enlisted, and civilian development programs. Air Force Civil Engineers have always managed career progression at the highest levels of command, but this new format became official in 2004.
- The Senior Development Team also reviews the individual Field Grade Officer development plans and helps guide their career progression. The Officer Development Team, Enlisted Development Team, and Civilian Development Team look at the careers and development plans for Company Grade Officers, Senior and Non-Commissioned Officers, and GS-12 and up personnel, respectively.

Road Ahead

- All four development teams will continue to assess, mentor, and allocate resources on a regular basis; teams will meet quarterly.



U.S. AIR FORCE

Goal 1, Right Expeditionary Engineering

1.2 Ensure doctrine is accurate; educate Airmen and Joint community on Air Force Civil Engineer Doctrine

Performance Target

- 1.2.1 Update Joint Publication 3-34, Joint Engineer Operations
- 1.2.2 Update Joint and Air Force doctrine; insert "A7 Installations and Mission Support" option on Commander, Air Force Forces (COMAFFOR) staffs, and emphasize that Airmen should be Combatant Commanders' first option to "Open, Establish, and Maintain" airfields

Suspense

2006

Status



Ongoing



*Airmen Open and
Establish an operating
location*

OPR: USAF/ILEX

Integrity - Service - Excellence

Description

- Joint Staff is in the process of updating Joint Publication 3-34, Joint Engineer Operations. Among other things, a goal in the rewrite is to better define engineer roles and responsibilities.
- CSAF requested AF/XO and AF/IL update Joint and Air Force Doctrine to emphasize Airmen should be Combatant Commanders' first choice, in line with the Global Mobility CONOPS, to "Open, Establish, and Operate" airfields.

Current Status

- (1.2.1) Draft rewrite of Joint Publication 3-34 is complete and out for Service coordination; estimated completion date Feb 06.
- (1.2.2) Apr 05, Joint Operational Engineer Board (JOEB), chaired by Joint Staff J-4, approved "Open, Establish, and Maintain Airfields" as one of 15 Engineer Capability Areas; Airmen will lead this engineer capability.

Road Ahead

- Complete Joint Publication 3-34 by Feb 06.
- Continue to codify Air Force Civil Engineer roles in doctrine and Air Force Instructions (AFIs).



U.S. AIR FORCE

Goal 1, Right Expeditionary Engineering

1.3 Ensure Civil Engineers are organized, trained, and equipped to perform combat and contingency missions

Performance Target

- 1.3.1 Ensure Air Force Civil Engineer Unit Type Codes are C-2 or better in Status of Resources and Training System (SORTS)

Suspense

Ongoing

Status

☐ *

* Status classified SECRET; data aggregation on Secure Internet Protocol Router Network (SIPRNET)

*Air Force Civil Engineer
Prime Base Engineer
Emergency Force (BEEF)
Team*

OPR: USAF/ILEX



Integrity - Service - Excellence

Description

- Title 10 responsibilities require the Services to Organize, Train, and Equip their Service members.
- Air Force measures units' abilities to do their combat and contingency missions using SORTS.
- Unit SORTS ratings are measured using C-ratings, with C-1 as the best rating.

Current Status

- (1.3.1) C-ratings are maintained on the SIPRNET and classified SECRET, therefore ratings can not be reported in this plan. However, this metric is included in this plan to show that it is tracked on the SIPRNET.

Road Ahead

- The Air Force continues to reconstitute equipment expended supporting Operations ENDURING FREEDOM and IRAQI FREEDOM in order to elevate SORTS status and keep units mission ready.



Goal 1, Right Expeditionary Engineering

1.4 Ensure Airmen receive appropriate Combat Support Contingency Training

U.S. AIR FORCE

Performance Target

- 1.4.1 Ensure Civil Engineer Airmen deploying to CBRNE medium and high threat environments have appropriate combat skills training
- 1.4.2 Integrate all Combat Support functional areas into Silver Flag Contingency Training Sites (reference graphic 1.4.2)

Suspense

2005

Status



2007



Civil Engineers set up an area for contingency operations

OPR: USAF/ILEX

Integrity - Service - Excellence

Description

- “Silver Flag” serves as a contingency skills training venue where Airmen sharpen their AFSC skills before they come together and train with other functionals.
- Contingency skills training requires Airmen to train at one of three geographic sites—Tyndall AFB FL (supports Continental United States (CONUS) Air Bases), Kadena AB JA (supports Pacific Air Bases), Ramstein AB GE (supports European Air Bases).
- Civil Engineers require combat skills training to best support mobility and maneuver forces. This type of support is required in contingencies like Operation IRAQI FREEDOM.

Current Status

- (1.4.1) Airmen currently using Army Projection Platforms prior to deploying to Areas of Responsibility where they will need those skills.
- (1.4.2) Silver Flag functional integration is complete at Ramstein AB GE and ongoing at Tyndall AFB FL and Kadena AB JA.

Road Ahead

- ILEX chairs an Expeditionary Airmen Integrated Product Team (IPT) that addresses, among other things, training required to support combat operations. IPT to lay out robusted home station training requirements to better support combat operations. Fall 05, Wing level units will begin this specific training.



Goal 1, Right Expeditionary Engineering

1.4 Ensure Airmen receive appropriate Combat Support Contingency Training

U.S. AIR FORCE

1.4.2 Contingency Skills Training

- **Graphic:** Shows functionals participating at or anticipated participation date at each of the Combat Support Training venues
- **Strategy:** Broaden combat support skills training at Silver Flag Exercise Sites to include additional expeditionary combat support disciplines
- **Status:** Participation status highlighted in graphic; Agile Combat Support Colonels Action Group engaged on this effort

Combat Support	Tyndall	Ramstein	Kadena
CE	✓	✓	✓
Services	✓	✓	✓
PERSCO	✓	✓	✓
XPM	✓	✓	FY 04-09
1st Sgt/CCM	✓	✓	✓
FM	✓	FY 04-09	On Hold until 2008
HC	✓	✓	On Hold until 2008
SC	FY 04-09	✓	On Hold until 2008
SG	FY 04-09	✓	On Hold until 2008
LGC	FY 04	✓	✓
Airfield Managers	FY 04-09	FY 04-09	On Hold until 2008
JA	FY 04-09	FY 04-09	On Hold until 2008
SF	FY 04-09	✓	On Hold until 2008
LGX	FY 04-09	FY 04-09	On Hold until 2008
LGT	FY 04-09	FY 04-09	On Hold until 2008
LGS	FY 04-09	FY 04-09	On Hold until 2008
Fuels	FY 04-09	FY 04-09	On Hold until 2008
Aerial Port	FY 04-09	FY 04-09	On Hold until 2008
Intel	FY 04-09	FY 04-09	On Hold until 2008
PA	FY 04-09	✓	On Hold until 2008

OPR: USAF/ILEX

Integrity - Service - Excellence

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U.S. AIR FORCE

Goal 2, Right Emergency Services

2.1 Ensure Airmen are organized, trained, and equipped to survive and operate in a chemical/biological environment

Performance Target

- 2.1.1 Achieve and maintain a C-2 rating for 85% of installation SORTS Chemical/Biological Defense Reports (CBDRT)

Suspense

Ongoing

Status

☐ *

* Status classified SECRET; data aggregation on SIPRNET

*Airmen Receive Training
in Mission Oriented
Protective Posture
(MOPP) Procedures*

OPR: USAF/ILEX



Integrity - Service - Excellence

Description

- Title 10 responsibilities require the Services to Organize, Train, and Equip their Service members.
- Air Force measures units' abilities to do their combat and contingency missions using SORTS.
- Unit SORTS ratings are measured using C-ratings, with C-1 as the best rating.

Current Status

- (2.1.1) C-ratings are maintained on the SIPRNET and classified SECRET, therefore ratings can not be reported in this plan. However, this metric is included in this plan to show that it is tracked on the SIPRNET.

Road Ahead

- The Air Force continues to reconstitute equipment expended supporting Operations ENDURING FREEDOM and IRAQI FREEDOM in order to elevate SORTS status and keep units mission ready.



U.S. AIR FORCE

Goal 2, Right Emergency Services

2.2 Ensure Threat Response and Installation Protection Programs are current and executed

Performance Target	Suspense	Status
■ 2.2.1 Ensure 90% of all Air Force bases have a current FSTR plan and have exercised the plan in accordance with AFI 10-2501 (reference graphic 2.2.1)	2006	■
■ 2.2.2 Ensure installations execute Installation Protection Programs (Guardian) as scheduled (reference graphic 2.2.2)	2011	■



*Installation Protection
Programs allow for
continuity of operations*

OPR: USAF/ILEX

Integrity - Service - Excellence

Description

- Installations are required to have an Installation Emergency Response Plan (FSTR 10-2 plan). Use of the that plan in accordance with AFI 10-2501 in base quarterly exercises will ensure unit competency to respond in an “all hazards” scenario.
- The Installation Protection Program (IPP) fields a family of systems at each installation to include A) Chem, Bio and Radiological sensors, B) Individual Protective Equipment for mission essential personnel, C) Collective Protection at mission critical facilities, D) Medical response and surveillance equipment, E) Enhanced emergency response equipment, and F) Information management and warning systems.

Current Status

- (2.2.1) Task out to bases to produce FSTR 10-2; MAJCOMs currently gathering installation data on FSTR 10-2 status—will report status to ILEX Summer 05.
- (2.2.2) One of 64 Air Force bases have started fielding IPP through the Joint Guardian Program; eight other bases began the site survey/design process.

Road Ahead

- Air Force developing training and exercise templates to ease transition and sustainment. Seven training/exercise products were funded in FY05 and will be fielded in FY05/06.
- Advocating for sustainment funds to support the future success of Guardian. Guardian effort currently funded through FY11.



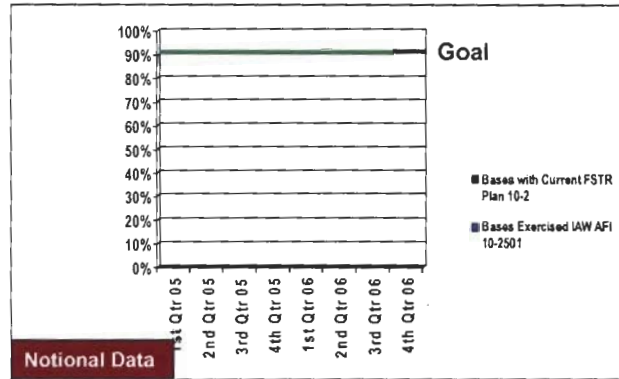
U.S. AIR FORCE

Goal 2, Right Emergency Services

2.2 Ensure Threat Response and Installation Protection Programs are current and executed

2.2.1 FSTR Plan 10-2

- **Graphic:** Shows Air Force bases with current FSTR Plan 10-2 and bases that have exercised the plan
- **Strategy:** Ensure 90% of all Air Force bases have a current FSTR Plan and have exercised the plan in accordance with AFI 10-2501
- **Status:** Tasked MAJCOMs to capture and report data; results expected in Summer 05



OPR: USAF/ILEX

Integrity - Service - Excellence



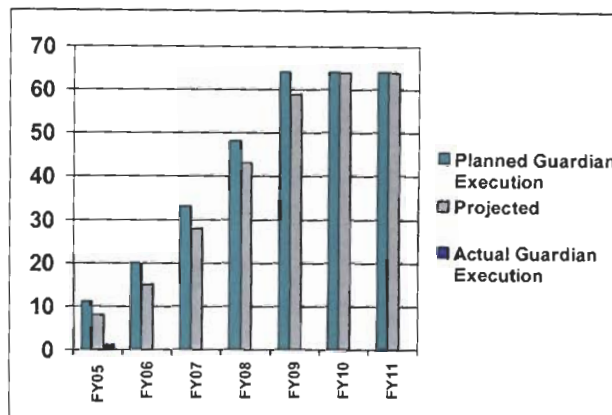
Goal 2, Right Emergency Services

2.2 Ensure Threat Response and Installation Protection Programs are current and executed

U.S. AIR FORCE

2.2.2 Guardian Execution

- **Graphic:** Shows Air Force installations that have executed the Guardian Program
- **Strategy:** Ensure installations execute Installation Protection Programs in time as scheduled
- **Status:** 1 of 64 Air Force bases have begun fielding detection and protection systems through the Joint Guardian Program



OPR: USAF/ILEX

Integrity - Service - Excellence

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U.S. AIR FORCE

Goal 2, Right Emergency Services

2.3 Ensure firefighters are trained, equipped, assessed, and validated to perform their missions

Performance Target

- 2.3.1 Ensure 70% of Fire Protection Flight self assessments are MAJCOM validated

Suspense

2008

Status



- *2.3.2 Budget for and procure firefighting apparatus and make repairs as required in the plan for each fiscal year (reference graphic 2.3.2)

Each Year



- *2.3.3 Ensure 90% of all installation fire departments are CBRNE emergency response capable

2009



*OSD Metric

OPR: USAF/ILEX

*Ensure firefighters are
equipped to support the
mission*

Integrity - Service - Excellence

Description

- Fire Protection Flight Self Assessment Program compiles the requirements in the National Fire Protection Association standards, DoDI 6055.6, and AFI 32-2001.
- The Services are required to budget for and procure firefighting apparatus, and make repairs as required (in accordance with DoDI 6055.6) with a 20 year recapitalization rate.
- AFI 10-2501 outlines the requirement for installation fire departments to have CBRNE response capability.

Current Status

- (2.3.1) Beta Testing complete, final guidance/fielding plan will go to the field Summer 05.
- (2.3.2) Current Program Objective Memorandum (POM) provides \$25M/year to meet 20-year recap.
- (2.3.3) Developing policy guidance to define CBRNE response capability for inclusion in the revision of the AFI 10 Series documents.

Road Ahead

- Fire Protection flights have until 31 Dec 05 to complete their assessments (and annually thereafter). MAJCOMs then have until 31 Dec 08 to validate the assessments.
- To meet 20 year recap rate will require an increase in funding (starting in FY08) while using depot, lease, and redistribution of Base Realignment and Closure (BRAC) firefighting vehicles.



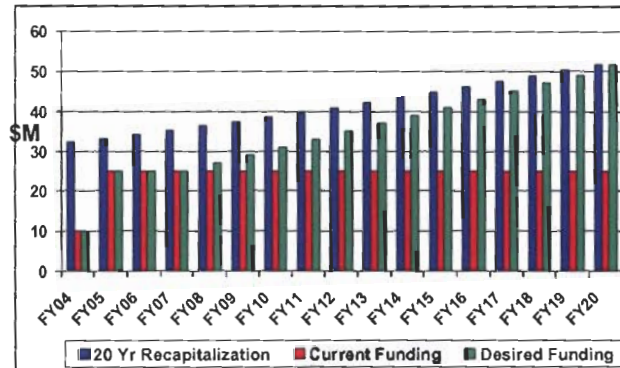
U.S. AIR FORCE

Goal 2, Right Emergency Services

2.3 Ensure firefighters are trained, equipped, assessed, and validated to perform their missions

2.3.2 Firefighting Vehicle Modernization

- **Graphic:** Shows current and desired funding against that required to achieve a 20 year recapitalization rate
- **Strategy:** Protect installation assets from threats and unsafe conditions to reduce risk and liability
- **Status:** Current POM provides \$25M/YR; Air Force will program for increase in funding (FY08 start) while using depot, lease, and redistribution of BRAC vehicles



Assumes \$25M/YR in current POM is baseline extended and not increased

OPR: USAF/ILEX

Integrity - Service - Excellence



U.S. AIR FORCE

Goal 2, Right Emergency Services

2.4: Protect installation assets against terrorist and criminal threats to maintain mission capability

Performance Target

- *2.4.1 Ensure 100% of critical facilities meet anti-terrorism and force protection criteria

Suspenses

2009

Status



*OSD Metric

OPR: USAF/ILEC

Integrity - Service - Excellence

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Description

- DoD has established new minimum anti-terrorism standards for buildings, maximizing standoff distance, constructing superstructures to avoid progressive collapse, reducing flying debris hazards, providing effective building layout, limiting airborne contamination, and providing mass notification.
- Standards apply now to all DoD controlled inhabited assets, and will be phased in for leased assets.

Current Status

- (2.4.1) Air Force guidelines for facility construction specified in UFC 4-010-01. UFC provides minimum standards for construction. AFI's 32-1020, 32-1021, and 32-1023 provide further detail.

Road Ahead

- Continue to build facilities to construction standards specified in DoD and Air Force guidance.



U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.1: Reshape overall structure of installations within US to better match current and future missions with joint warfighting needs

Performance Target

- *3.1.1 Meet all BRAC milestones (e.g. provide inputs, analysis, recommendations)
- *3.1.2 Annually report net change and net costs for reshaping footprint

Suspense

2005

Status



2011



*OSD Metric
OPR: USAF/ILEP

*BRAC allows for better
realignment of facilities
and personnel*



Integrity - Service - Excellence

Description

- OSD implementing fifth BRAC round using authority granted by Congress.
- BRAC allows for realignment of facilities and personnel, which is fundamental to the DoD's transformation.

Current Status

- (3.1.1) Air Force personnel postured to support BRAC, using BRAC Facility Analysis Capability (BFAC) and Cost of Base Realignment Actions (COBRA) software. Air Force supporting 2005 BRAC milestones, to include recent 16 May 05 OSD BRAC submittal to commission.

Road Ahead

- Air Force will develop BRAC implementation strategy.
- Air Force will support commission site surveys and follow-up analysis.
- (3.1.2) Air Force will provide OSD net change and net costs for reshaping footprint.



U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.2: Reshape structure of Installations abroad to better align with emerging threats

Performance Target

- *3.2.1 Assist Office of the Secretary of Defense (OSD) with integrated global basing study
- *3.2.2 Adjust budget for overseas construction programs

Suspense

2004

Status

Complete

Every Year



*OSD Metric

OPR: USAF/ILEP

Overseas infrastructure allows the Air Force to better support missions abroad



Integrity - Service - Excellence

Description

- DoD continues to have major responsibilities and missions abroad.
- DoD strategy requires forward operating sites as well as cooperative security locations.

Current Status

- (3.2.1) Air Force assisted with DoD's Integrated Global Posture and Basing Strategy (IGPBS), completed in 2004.
- (3.2.2) Air Force construction requirements currently programmed through Combatant Command and Air Force channels.

Road Ahead

- Air Force will continue to realign forces and weapons systems accordingly to meet the needs of Combatant Commanders and Air Force Forces.
- Air Force construction programmers will continue to advocate for funds to support Combatant Command Air Component missions.



U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.3: Fully support installation assets to prevent premature deterioration, unsafe conditions, and obsolescence

Performance Target

- *3.3.1 Budget for not less than 95% of full sustainment for all forecasted Air Force facilities (reference graphic 3.3.1)
- *3.3.2 Budget for 100% of sustainment (reference graphic 3.3.1)
- *3.3.3 Budget for an annualized recapitalization rate not to exceed 67 years (reference graphic 3.3.3)

Suspense

2005

2008

2008

Status



*OSD Metric
OPR: USAF/ILEP

Achieve OSD goal of 67-year recapitalization rate



Integrity - Service - Excellence

Description

- DoD has a three-tiered strategy (sustainment, restoration, and modernization) in place to prevent corrosion and other forms of deterioration, counter obsolescence, and restore lost capabilities.
- The Facility Sustainment Model (FSM), based on commercial practices, accurately forecasts funds required.

Current Status

- (3.3.1 - 3.3.3) As of the end of the FY06 President's Budget, 58% of the MAJCOM budget/program years are meeting recap goals, 33% of MAJCOMs are meeting Sustainment goals.
- (3.3.1 - 3.3.3) Air Force took risk in recap and sustainment during 2006 Program Review. Reductions to these accounts (Military Construction (MILCON) & Restoration and Modernization (R&M)) take the Air Force Facilities Recapitalization rate to approximately 160 and 149 years in FY06 & FY07, respectively.

Road Ahead

- (3.3.1, 3.3.2) Sustainment programs will be adjusted during the budget process to meet the Strategic Planning Guidance (SPG) goal in years FY07+.
- (3.3.3) Air Force is programmed to achieve a 67-year recap rate by FY08 and maintain thereafter.



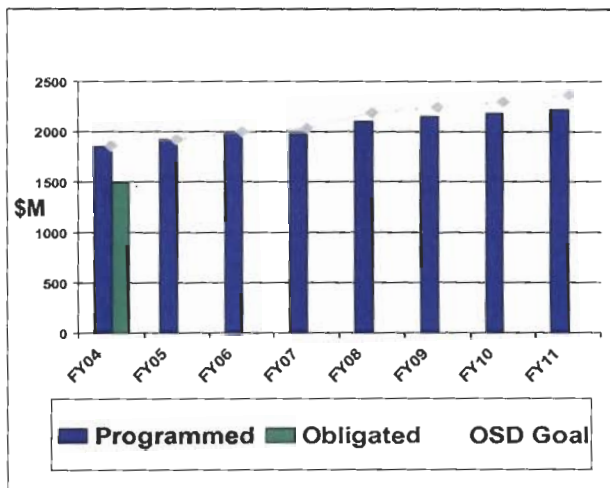
U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.3: Fully support installation assets to prevent premature deterioration, unsafe conditions, and obsolescence

3.3.1 Facility Sustainment

- **Graphic:** Shows Air Force facility sustainment rates by Fiscal Year (FY)
- **Strategy:** Major Commands will fully fund sustainment in compliance with the OSD Facilities Sustainment Model
- **Status:** Program will be adjusted during the budget process to meet the SPG goal in years FY07+



	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11
% Programmed	95	95	95	92	95	94	94	93
% Obligated	77							
% Goal	95	95	95	95	100	100	100	100

* Includes Subsidies and MILPAY contribution

OPR: USAF/ILER

Integrity - Service - Excellence



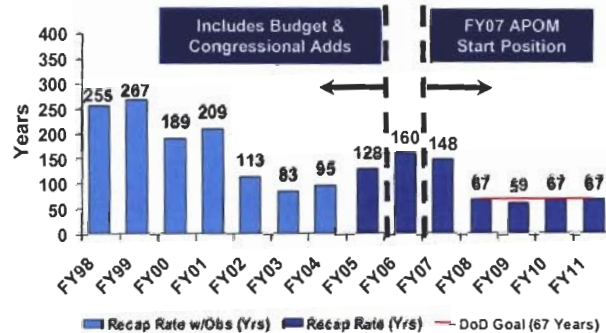
U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.3: Fully support installation assets to prevent premature deterioration, unsafe conditions, and obsolescence

3.3.3 Facility Recapitalization

- **Graphic:** Shows Air Force facility recapitalization rates by FY through the Future Years Defense Plan (FYDP)
- **Strategy:** Achieve OSD goal of 67-year recapitalization rate by FY08 and maintain thereafter
- **Status:** Air Force took risk in recapitalization and sustainment during 2005 Program Review; reductions to these accounts take the Air Force facilities recapitalization rate to approximately 160 and 149 years in FY06 & FY07, respectively



OPR: USAF/ILEP

Integrity - Service - Excellence



U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.4: Restore the overall readiness of existing facilities to at least Q-2 status, on average, to improve mission support

Performance Target

- *3.4.1 Create facility quality ratings (Q-ratings) for 100% of ratable facility records in real property inventory
- *3.4.2 Establish common facility mission impact factor (M-rating) in the real property inventories
- *3.4.3 Restore overall readiness of Air Force facilities to at least Q-2 status

Suspense

2005

2006

2010

Status



*OSD Metric

OPR: USAF/ILEP

*Proper sustainment and
recapitalization of our
assets today and in the
future is essential*



Integrity - Service - Excellence

Description

- In the near term, OSD intends to accelerate the recapitalization rate below normal benchmarks to restore readiness.
- To track progress, OSD will use a standardized quality rating system ("Q-Ratings") DoD-wide.

Current Status

- (3.4.1) Air Force provided OSD Q-Ratings for six test bases Apr 05; will provide OSD Q-Ratings for all Real Property records by Fall 05.
- Current Air Force methodology takes the project requirements for each Real Property facility and divides the requirements by the Plant Replacement Value of the facility.

Road Ahead

- (3.4.2) M-rating methodology in development; will have a better vector on M-ratings after the Fall 05 Q-rating submittal.
- (3.4.3) Air Force will continue working to restore overall readiness of Air Force facilities to at least Q-2 status.



U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.5: Eliminate excess and obsolete facility inventories to reduce life cycle costs

Performance Target	Suspense	Status
■ *3.5.1 Establish new annual targets for demolition and disposal programs	2005	■
■ *3.5.2 Eliminate obsolete and excess inventory	2013	■
■ 3.5.3 Achieve a zero net increase in square footage resulting from current mission MILCON (reference graphic 3.5.3)	Each Year	■

*OSD Metric
OPR: USAF/ILEC

*Improved metrics will
provide better tools for
advocacy purposes*



Integrity - Service - Excellence

Description

- DoD completed a six-year demolition and disposal program that removed more than 86 million square feet of obsolete facilities, which will save more than \$1 billion cumulative through FY 07.
- New demolition and disposal goals will further push Services to sustain assets accordingly or remove them from the inventory.

Current Status

- Prior to FY06 program submittal, MILCON demolition goals were not established or tracked. O&M demolition goals established with DRID 36 (1998-2003).
- (3.5.1 – 3.5.3) New goals based on OSD's proportionality rule—percentage scope that is new footprint must be offset (gross numbers at MAJCOM and Air Force levels) by the sum total of demolition accomplished by Operations & Maintenance (O&M) and MILCON.

Road Ahead

- (3.5.3) Air Force demolition policy under redevelopment due to new OSD “proportionality” methodology and demolition/disposal banking policy; estimated completion date Summer 05.



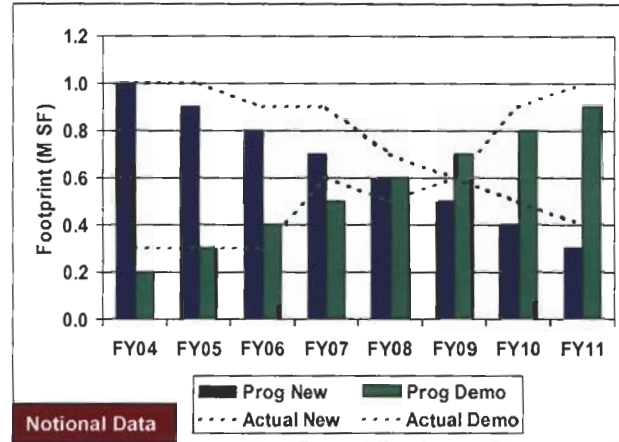
U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.5: Eliminate excess and obsolete facility inventories to reduce life cycle costs

3.5.3 Demolition Program

- **Graphic:** Compares constructed new MILCON footprint (current mission) versus square footage demolished via MILCON and O&M
- **Strategy:** Offset new footprint with demolished footprint to achieve balanced construction program by FY. Goal is to have demolition meet or exceed new footprint beginning with FY07 program
- **Status:** Ongoing validation with annual data calls required



OPR: USAF/ILEC

Integrity - Service - Excellence



U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.6: Provide adequate base services support to fully execute the installation's mission

<u>Performance Target</u>	<u>Suspense</u>	<u>Status</u>
■ *3.6.1 Develop a plan and timeline for addressing base operations support and real property services (RPS)	2005	
■ *3.6.2 Implement Air Force-wide standards and funding models for RPS (reference graphic 3.6.2)	2006	
■ *3.6.3 Implement Air Force-wide standards and funding models for other BOS (reference graphic 3.6.3)	TBD	

*OSD Metric

OPR: USAF/ILER

Integrity - Service - Excellence

Description

- DoD needs common standards and performance metrics for managing base operations support and real property services.
- Air Force currently determines BOS requirements through use of the statistically-based BOS Cost Projection Formula. OSD has future plans to model all installation services based on commercial standards; real property services model nearly complete.

Current Status

- (3.6.1, 3.6.2) RPS plan and timeline developed. Air Force realigning program funding in 07 APOM to match OSD revised program definitions. Model is under development by OSD.
- (3.6.3) Awaiting OSD guidance and direction for modeling of all installation services.

Road Ahead

- Fully engage as partner with OSD on future installation services model efforts.
- On target to support OSD RPS Model when fielded by OSD.



U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.6: Provide adequate base services support to fully execute the installation's mission

3.6.2 RPS Requirements

- **Graphic:** Shows non-civilian pay RPS requirement, 95% of non-civilian pay RPS requirement and non-civilian pay funding by FY
- **Strategy:** Fund RPS to 95% of previous 4-year non civilian pay average until OSD model is fully implemented
- **Status:** Working with OSD to help establish RPS Model



*FY04 = Obligations

OPR: USAF/ILER

Integrity - Service - Excellence



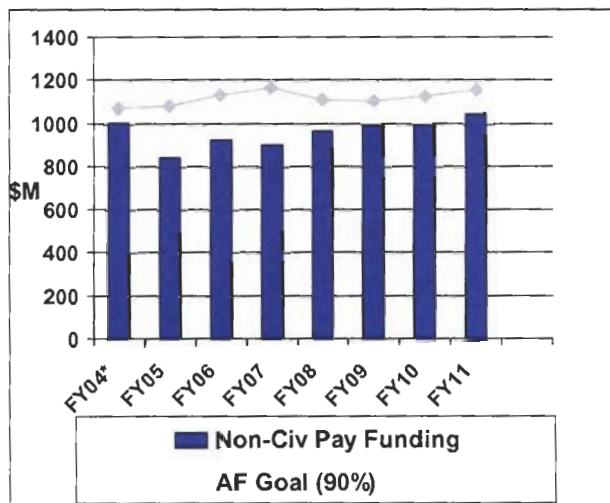
U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.6: Provide adequate base services support to fully execute the installation's mission

3.6.3 BOS Requirements

- **Graphic:** Shows BOS non-civilian pay funding versus Air Force BOS goal
- **Strategy:** Fund BOS to Air Force BOS goal (90% of BOS cost projection formula)
- **Status:** Decrease in investment reflects risk taken by the Air Force to fund high priority programs



*FY04 = Obligations

OPR: USAF/ILER

Integrity - Service - Excellence

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U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.7: Privatize facilities when economical and while maintaining adequate mission support

Performance Target

- *3.7.1 Complete evaluation of all Air Force utility systems for privatization

Suspense

2005

Status



*OSD Metric

OPR: USAF/ILEX

Integrity - Service - Excellence

Description

- The DoD is aggressively searching for opportunities to privatize, where feasible.
- The installations function has opportunities for competitive sourcing and for turning over the management of facilities, particularly in family housing and utility systems, to private enterprise.

Current Status

- (3.7.1) SAF/FMBO has no funds to finish the evaluation of all Air Force utility systems
- Major Commands may proceed with solicitations as funds become available.

Road Ahead

- FY06 is the earliest all utility systems can be evaluated, pending funds. Suspended solicitations will be restarted; cancelled solicitations will be reissued as funds are available.



Goal 3, Right Installation Engineering

3.8: Provide reliable and cost-effective utility services

U.S. AIR FORCE

<u>Performance Target</u>	<u>Suspense</u>	<u>Status</u>
■ *3.8.1 Reduce standard building energy consumption 30% from 1985 baseline (reference graphic 3.8.1)	2005	
■ *3.8.2 Reduce standard building energy consumption 35% from 1985 baseline (reference graphic 3.8.1)	2010	
■ *3.8.3 Reduce industrial and laboratory energy consumption 20% from 1985 baseline	2005	
■ *3.8.4 Reduce industrial and laboratory energy consumption 25% from 1985 baseline	2010	

*OSD Metric

OPR: USAF/ILEX

Integrity - Service - Excellence

Description

- DoD will continue to focus on (1) investments in cost-effective renewable energy resources, (2) energy-efficient construction designs, and (3) aggregating bargaining power among regions and Services to reduce energy costs.

Current Status

- (3.8.1, 3.8.2) As of 2005, Air Force reduced energy consumption 25%, falling short of the 30% goal.
- (3.8.3, 3.8.4) Industrial and laboratory energy consumption requires rebaselining due to realignment of the Air Logistics Centers (Kelly AFB and McClellan AFB were both realigned in the 1995 BRAC).

Road Ahead

- Air Force pursuing alternate energy sources, like renewable power purchases; will help the Air Force improve reducing energy consumption. Bases like Dyess AFB and Fairchild AFB run entirely on renewable power (windmills).



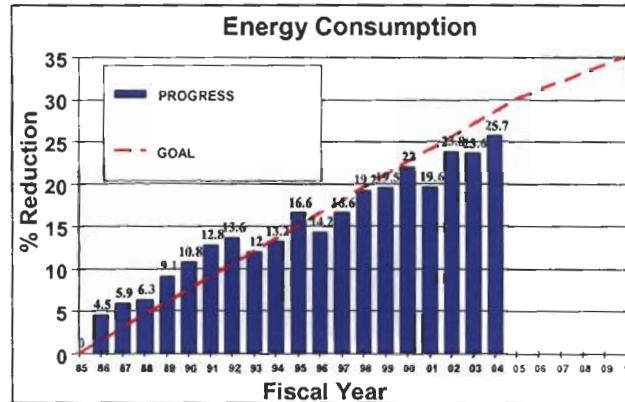
Goal 3, Right Installation Engineering

3.8: Provide reliable and cost-effective utility services

U.S. AIR FORCE

3.8.1 Energy Consumption

- **Graphic:** Shows energy reduction by FY
- **Strategy:** Reduce energy consumption 35% from 1985 baseline by 2010
- **Status:** FY04, Air Force achieved 25.7% reduction (FY05 goal is to get to 30%)



OPR: USAF/ILEX

Integrity - Service - Excellence



U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.9: Reduce accidents, injuries, explosive mishaps, and occupational illnesses to preserve operational readiness

Performance Target

- *3.9.1 Reduce total case rates for ground mishaps (reference graphic 3.9.1)

Suspense

Each Year

Status



*OSD Metric
OPR: AFCESA

*Air Force Civil Engineer
wears appropriate gear to
avoid mishap*



Integrity - Service - Excellence

2

Description

- Jan 04, the President established the Safety, Health and Return-to-Employment (SHARE) initiative, and the Secretary of Labor issued goals for the Federal government.
- OSD working to implement management systems for safety and occupational health to improve safety performance and achieve both DoD and Federal goals.

Current Status

- (3.9.1) Air Force Civil Engineer goal is 5% per year reduction over previous 5 year average in total number of ground mishaps (includes mishaps classes A, B, and C).

Road Ahead

- Air Force safety measures and risk management should help in achieving safety goals.



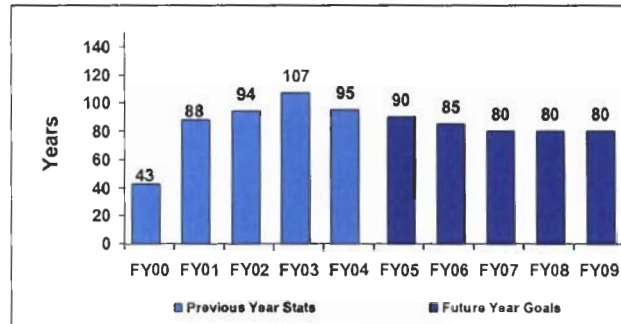
U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.9: Reduce accidents, injuries, explosive mishaps, and occupational illnesses to preserve operational readiness

3.9.1 Injuries and Illnesses

- **Graphic:** Shows ground mishaps by FY
- **Strategy:** 5% per year reduction over previous 5 year average in total number of ground mishaps (includes mishaps classes A, B, and C)
- **Status:** 22 mishaps occurred in first quarter of FY05



OPR: AFCESA

Integrity - Service - Excellence



U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.10 Develop requirements for information management systems that are compliant with DoD Business Enterprise Architecture

<u>Performance Target</u>	<u>Suspense</u>	<u>Status</u>
■ *3.10.1 Implement new real property inventory requirements	2005	■
■ *3.10.2 Develop initial activity based architecture for all DUSD (I&E) business areas	2005	■
■ *3.10.3 Develop and sustain Civil Engineer information technology (reference graphic 3.11.3)	2006	■
■ 3.10.4 Achieve common installation pictures (CIPs) at all 82 major installations (reference graphic 3.11.4)	2006	■
■ 3.10.5 Achieve standard mission data sets (MDSs) at all 82 major installations (reference graphic 3.11.4)	2008	■

*OSD Metric

OPR: USAF/ILEP

Integrity - Service - Excellence

Description

- Business Enterprise Architecture (BEA) development and implementation is critical to transformation.
- This DoD-wide architecture provides a mechanism to better understand the complex systems and organizational inter-relationships that currently exist in DoD's operations and will serve as a blueprint to guide development of the planned future solution.

Current Status

- Through Business Enterprise Architecture, OSD is establishing foundational requirements for future I&E systems; first is real property inventory and environmental liability accountability.
- (3.10.1 – 3.10.3) Air Force providing OSD with Air Force Civil Engineer Architecture, base-level activity models, system diagrams, and taxonomies.
- (3.10.4) CIP defined Jan 05; 40% of 82 Air Force installations assessed have the minimum CIP.

Road Ahead

- (3.10.5) Will define the MDS by Fall 05.



U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.10 Develop requirements for information management systems that are compliant with DoD Business Enterprise Architecture

3.10.3 Information Technology

- **Graphic:** Shows status of Automated Civil Engineer System Modules
- **Strategy:** Develop and sustain information technology that supports CE strategic goals, aligns with enterprise architecture and transition plan, increases enterprise integration, and ensures optimal use of resources
- **Status:** Funding insufficient to achieve objectives, most critical modules receive priority and funds

	FY05	FY06	FY07	FY08	FY09
	Operations IOC	Training	Real Property	FMO	Inspection/ Enforcement
	Real Property Inventory Rqmt	EOD	Personnel & Readiness	Operations	Incident Reporting
	HazMat	Air Quality	Project Mgmt	Cultural Resources	ESOH Assess Mgmt Pgm
	Cleanup	HazWaste	Fire Dept	Natural Resources	DISD Reporting
			Housing	Pest Mgmt	GIAP
			Env Aspects	Solid Waste	
			Water	Tanks	
			EPCRA	Toxics	
Legend					
On Track					
Minor Problems					
Major Problems					

OPR: USAF/ILEI

Integrity - Service - Excellence



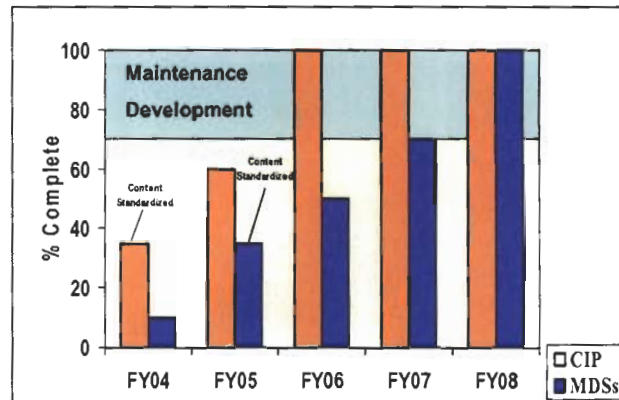
U.S. AIR FORCE

Goal 3, Right Installation Engineering

3.10 Develop requirements for information management systems that are compliant with DoD Business Enterprise Architecture

3.10.4 GeoBase

- **Graphic:** Shows number of CIPs and standard MDSs achieved by year
- **Strategy:** Achieve CIPs at all 82 major installations by FY06 and standard MDSs by FY08
- **Status:** CIP defined Jan 05; MDS definitions in process



OPR: USAF/ILEI

Integrity - Service - Excellence



U.S. AIR FORCE

Goal 4, Right Housing

4.1: Provide adequate family housing and permanent party dorms, to improve quality of life for Service members and their families

<u>Performance Target:</u>	<u>Suspense</u>	<u>Status</u>
■ *4.1.1 Eliminate inadequate family housing CONUS (except Northern tier bases) (reference graphic 4.1.1)	2007	■
■ *4.1.2 Eliminate inadequate family housing at Northern tier bases (reference graphic 4.1.1)	2008	■
■ *4.1.3 Eliminate inadequate family housing overseas (reference graphic 4.1.3)	2009	■
■ *4.1.4 Eliminate inadequate dorms (reference graphic 4.1.4)	2009	■

*OSD Metric

OPR: USAF/ILEH

Integrity - Service - Excellence

Description

- Secretary of Defense accelerated goal to eliminate inadequate housing to 2007.
- OSD intends to achieve housing goals through a three-pronged approach—increased pay allowances for non-government housing, increased privatization of government housing, and traditional projects to restore housing.

Current Status

- (4.1.1-4.1.3) Presidential Decision Memorandum I (14 Nov 02) directs elimination of inadequate housing in US (except for 4 northern tier bases) by FY07, 4 northern tier bases by FY08, and overseas by FY09. Air Force on track to meet these goals.
- (4.1.4) FY06 APPG (eliminate inadequate unaccompanied permanent party dormitory rooms in US by FY07 and unaccompanied pipeline dormitory rooms in US by FY09). Air Force on track to meet these goals.

Road Ahead

- Continue timely execution of housing program—currently on track.



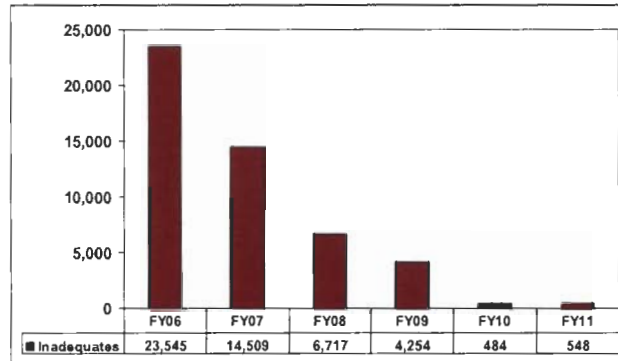
U.S. AIR FORCE

Goal 4, Right Housing

4.1: Provide adequate family housing and permanent party dorms, to improve quality of life for Service members and their families

4.1.1 Total Family Housing

- **Graphic:** Shows total Air Force family housing inventory and number of houses projected to be adequate, inadequate, privatized, leased, and surplus through the FYDP
- **Strategy:** Fund to eliminate inadequate housing in US (except for 4 northern tier bases) by FY07, 4 northern tier bases by FY08, and overseas by FY09
- **Status:** Program on track--programmed to complete on schedule



* Additional inadequates due to natural aging of homes at Yokota and Kadena Air Bases; 1,391 Kadena Air Base inadequate units are currently Host Nation programmed in FY10 and out years with build out through FY33

OPR: USAF/ILEH

Integrity - Service - Excellence

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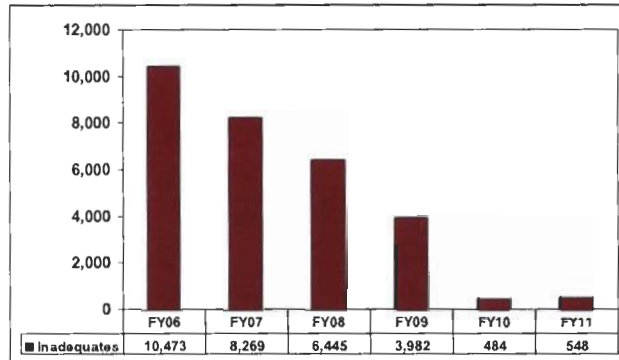
U.S. AIR FORCE

Goal 4, Right Housing

4.1: Provide adequate family housing and permanent party dorms, to improve quality of life for Service members and their families

4.1.3 Overseas Family Housing

- **Graphic:** Shows Air Force family housing inventory overseas and number of houses projected to be adequate, inadequate, privatized, leased, and surplus through the FYDP
- **Strategy:** Fund to eliminate inadequate overseas housing by FY09
- **Status:** Program on track--programmed to complete on schedule



* Additional inadequates due to natural aging of homes at Yokota and Kadena Air Bases; 1,391 Kadena Air Base inadequate units are currently Host Nation programmed in FY10 and out years with build out through FY33

OPR: USAF/ILEH

Integrity - Service - Excellence



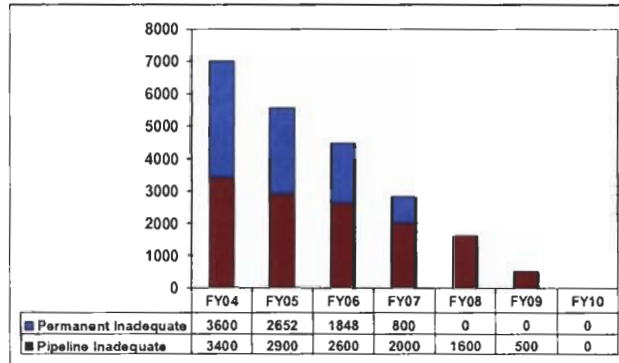
U.S. AIR FORCE

Goal 4, Right Housing

4.1: Provide adequate family housing and permanent party dorms, to improve quality of life for Service members and their families

4.1.4 Inadequate Dormitories

- **Graphic:** Shows projected inadequate Air Force permanent dormitories and pipeline dormitories
- **Strategy:** Fund to eliminate inadequate unaccompanied permanent party dormitory rooms in US by FY07 and unaccompanied pipeline dormitory rooms in US by FY09
- **Status:** Program on track--programmed to complete on schedule



OPR: USAF/ILEH

Integrity - Service - Excellence

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Goal 4, Right Housing

4.2: Privatize facilities when economical and while maintaining adequate mission support

Performance Target

- *4.2.1 Eliminate inadequate housing through privatization or MILCON (except for select Air Force installations) (reference graphic 4.2.1)

Suspense

Ongoing

Status



*OSD Metric

OPR: USAF/ILEH

*Privatize assets to
maximize use of private
enterprise*



Integrity - Service - Excellence

Description

- The DoD is aggressively searching for opportunities to privatize, where feasible.
- The installations function has opportunities for competitive sourcing and for turning over the management of facilities, particularly in family housing and utility systems, to private enterprise.

Current Status

- (4.2.1) Presidential Decision Memorandum I (14 Nov 02) directs elimination of inadequate housing in US (except for 4 northern tier bases) by FY07, 4 northern tier bases by FY08, and overseas by FY09. Air Force on track to meet these goals.

Road Ahead

- Continue timely execution of housing program—currently on track.



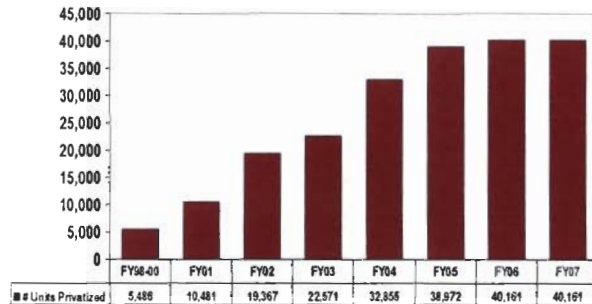
U.S. AIR FORCE

Goal 4, Right Housing

4.2: Privatize facilities when economical and while maintaining adequate mission support

4.2.1: Fund to eliminate inadequate housing through privatization or MILCON

- **Graphic:** Shows projected privatized units by Fiscal Year
- **Strategy:** Increase planned privatization to achieve a notional end state of 60% of Air Force inventory in the US and its territories
- **Status:** Current programmed privatization is 72% (FY05)



OPR: USAF/ILEH

Integrity - Service - Excellence



U.S. AIR FORCE

Goal 5, Right Environmental Leadership

5.1: Manage our land, water, and air space resources to preserve range and operational capabilities, preventing encroachment

Performance Target	Suspense	Status
■ *5.1.1 Identify encroachment impacts and costs imposed on training and operations	2006	■
■ *5.1.2 Complete baseline assessments and plans at 90% of ranges	2008	■
■ *5.1.3 Have no new critical habitat designated on test and training ranges	2010	■

*OSD Metric

OPR: USAF/ILEV

*Need to sustain training
and testing capability
while keeping sound
environmental
stewardship*



Integrity - Service - Excellence

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Description

- Civilian, commercial, and environmental encroachment at military bases, training ranges, and test sites competes with Armed Forces ability to train and carry out missions.
- OSD creating a long-term, comprehensive program to sustain training and testing capability while maintaining healthy ecosystems.

Current Status

- (5.1.1) Air Force Civil Engineers working closely with air and space operations personnel to monitor encroachment impacts and minimize costs imposed on training and operations.
- (5.1.2) Air Force Civil Engineers also working with air and space operations personnel to complete baseline assessments and plans at 90% of Air Force ranges.

Road Ahead

- (5.1.3) Strategy seeks to maintain a reasonable balance between test and training requirements, the concerns of our neighbors near our test and training ranges, and the importance of sound environmental stewardship.



U.S. AIR FORCE

Goal 5, Right Environmental Leadership

5.2: Achieve sustainable operations in a manner that preserves assets enabling successful mission operations over perpetual useful life

Performance Target

- *5.2.1 Reduce number of new and open enforcement actions (OEAs) received to zero (reference graphic 5.2.1)
- *5.2.2 Increase percent of regulated wastewater discharges in compliance with applicable requirements (goal 100%)

Suspense

Each Year

Each Year

Status



*OSD Metric

OPR: USAF/ILEV

Integrity - Service - Excellence

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Description

- DoD will ensure natural asset protection and sustainable operations by focusing on operational requirements and complying with regulatory requirements.
- DoD is committed to investments in the protection and restoration of land, air, and water resources to protect the readiness of our military forces and to ensure their families and surrounding communities have a safe and healthy environment.

Current Status

- (5.2.1) Air Force Open Enforcement Actions (OEAs) down to 23 as of Feb 05. Through half of FY 05, 39 new actions have been opened, 31 actions closed.
- (5.2.2) First Half of CY04, 443 water control permits were issued, 418 of the permits were in compliance (94%).

Road Ahead

- Air Force Engineers will continue to reduce OEAs and push for 100% compliance with water control permits.



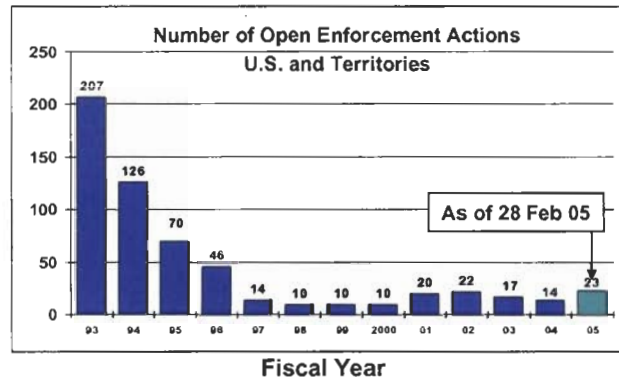
U.S. AIR FORCE

Goal 5, Right Environmental Leadership

5.2: Achieve sustainable operations in a manner that preserves assets enabling successful mission operations over perpetual useful life

5.2.1 Open Enforcement Actions

- **Graphic:** Shows number of Air Force OEAs by FY
- **Strategy:** Reduce the number of OEAs received to zero
- **Status:** Currently 23 OEAs Air Force-wide



OPR: USAF/ILEV

Integrity - Service - Excellence



Goal 5, Right Environmental Leadership

5.3: Maintain and preserve historic properties, archaeological resources, Native American, and other cultural assets

U.S. AIR FORCE

<u>Performance Target</u>	<u>Suspense</u>	<u>Status</u>
■ *5.3.1 Accurately identify historic properties and their quality on 100% of real property inventory records	2006	■
■ *5.3.2 Accurately inventory and establish quality ratings for 100% of archaeological resources, Native American and other cultural assets in the real property inventories	2007	■
■ *5.3.3 Develop standards to ensure that possible presence of archaeological resources, Native American and other cultural assets are modeled, inventoried and managed in close integration with project and operations planning	2005	■
■ *5.3.4 Complete or review and update 100% of Integrated Cultural Resource Management Plans (ICRMPs) as required	Each Year	■
■ *5.3.5 Keep current and implement 100% of Integrated Cultural Resource Management Plans	Each Year	■

*OSD Metric

OPR: USAF/ILEV

Integrity - Service - Excellence

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Description

- More than 10,000 additional buildings and structures will qualify for consideration for National Register of Historic Places eligibility designation within ten years. Efforts are underway to provide specialized treatment for certain property types when they must be evaluated for eligibility.
- Initiatives to develop ICRMPs provide long-term roadmaps to the management of DoD's cultural resources.

Current Status

- (5.3.1-5.3.3) More than 10,000 additional buildings and structures will qualify for consideration for National Register of Historic Places eligibility designation within ten years.
- (5.3.4, 5.3.5) Air Force requires 117 INCRMPs, 74 of which are up to date (63%). Air Force on track to complete and review 100% of INCRMPs by end of year.

Road Ahead

- Efforts are underway to ensure annual program support for identification and evaluation of historic buildings as they reach 50 years of age and qualify for consideration as historic properties.
- Environmental Level 0 and 1 projects are identified and programmed for completion.



U.S. AIR FORCE

Goal 5, Right Environmental Leadership

5.4: Cleanup property contaminated by hazardous substances, pollutants, and military munitions

<u>Performance Target</u>	<u>Suspense</u>	<u>Status</u>
■ *5.4.1 Ensure 100% of high risk sites are remedy-in-place (RIP) response complete (RC) (environmental restoration)	2007	■
■ *5.4.2 Ensure 100% of medium risk sites are RIP/RC (environmental restoration)	2011	■
■ *5.4.3 Ensure 100% of low risk sites on active installations are RIP/RC (environmental restoration)	2014	■
■ *5.4.4 Ensure 100% of low risk sites on former installations are RIP/RC (environmental restoration)	2020	■
■ *5.4.5 Complete 100% of Military Munitions Response Program (MMRP) preliminary assessments	2007	■
■ *5.4.6 Complete 100% of MMRP site inspections	2010	■

*OSD Metric

OPR: USAF/ILEV

Integrity - Service - Excellence

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Description

- Operations at active military installations and formerly used defense sites have left behind hazardous substances, pollutants, contaminants and in some cases military munitions.
- Two programs, the Installation Restoration Program and Military Munitions Response Program, address these contaminants.

Current Status

- (5.4.1, 5.4.2) Air Force on track to meet 2007 and 2011 RIP/RC goals.
- (5.4.3, 5.4.4) As of Apr 05, Air Force on track to have all but 19 of 6,561 sites RIP/RC.

Road Ahead

- (5.4.5, 5.4.6) Air Force will continue implementing and streamlining performance-based initiatives to ensure RIP/RC of all sites by 2014.



U.S. AIR FORCE

Goal 5, Right Environmental Leadership

5.5: Protect people and assets through effective, safe, and economical pest management programs

<u>Performance Target</u>	<u>Suspense</u>	<u>Status</u>
■ *5.5.1 Require all installations develop and update current pest management plans	2005	
■ *5.5.2 Require all DoD pesticide applicators be certified	2005	
■ *5.5.3 Achieve 0% increase in pesticide use	Each Year	

*OSD Metric

OPR: USAF/ILEV

Integrity - Service - Excellence

Description

- Protection of the warfighter from insect-borne illness supports readiness.
- Actions taken to protect personnel must address environmental and public health considerations in use of pesticides and other pest management practices.

Current Status

- (5.5.1) In FY04, Air Force updated 95% of its pest management plans, a decrease from 96% in FY03.
- (5.5.2) In FY04, 98% of Air Force pesticide applicators were certified, an increase from 97% in FY03. The final 2% of Air Force pesticide applicators (2%) will be certified by Sep 05.
- (5.5.3) Air Force pesticide use increased to 117,717 lbs; the goal was 111,724 lbs. Increases occurred due to things like using pesticides for control of invasive plants, fence-line clearing efforts mandated after 11 Sep 01.

Road Ahead

- Air Force will maintain training programs and continue pest management plan updates, with the goal of updating all pest management plans as required.



Goal 5, Right Environmental Leadership

5.6 Implement new management systems based on "plan-do-check-act" framework of international standard for environmental systems

Performance Target

- *5.6.1 Implement Environmental Management Systems (EMS) at all appropriate facilities to meet DoD and Component environmental policies

Suspense

2005

Status



*OSD Metric

OPR: USAF/ILEV

Improved tools and metrics will provide better tools for advocacy purposes



Integrity - Service - Excellence

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Description

- Apr 02, DoD issued policy guidance requiring each DoD Component adopt EMSs that meet requirements of Executive Order 13148 – Greening the Government through Leadership in Environmental Management.
- The EMS initiative serves as the first step in the development of analogous safety and health management system initiatives.

Current Status

- (5.6.1) 178 appropriate facilities on track for EMS implementation by 31 Dec 05.

Road Ahead

- EMS senior leader training and policy (AFI 90-802) are being developed.



Goal 5, Right Environmental Leadership

5.7: Improve land use compatibility to satisfy training and readiness requirements

U.S. AIR FORCE

<u>Performance Target</u>	<u>Suspense</u>	<u>Status</u>
■ *5.7.1 Complete and implement Integrated Natural Resource Management Plans (INRMPs) at required bases	2005	■
■ *5.7.2 Coordinate all INRMPs with military trainers and testers, and incorporate and implement resulting project requirements in INRMPs	2005	■
■ *5.7.3 Complete or review 100% of INRMPs and update as required by law and DoD policy	Each Year	■
■ *5.7.4 Establish an inventory of natural assets and sites with environmental requirements	2006	■

*OSD Metric

OPR: USAF/ILEV

Integrity - Service - Excellence

Description

- DoD has several programs to assist local governments in making land use decisions; each encourage active involvement and technical assistance in local land use planning processes.
- Each of the military departments are working to enhance the effectiveness of INRMPs to sustain mission readiness while conserving and improving important natural resources.

Current Status

- (5.7.1 – 5.7.4) As of Sep 04, 94 INRMPs are required, 90 of which are complete and implemented (96%)--on track to meet 2005 goal.
- Environmental Level 0 and 1 projects are identified and programmed for completion.

Road Ahead

- INRMPs will continue to be monitored closely and their status reported quarterly.